

**ORGANIZATIONAL CLIMATE WITHIN A FIRE DEPARTMENT CHIEF  
OFFICER'S GROUP**

**EXECUTIVE LEADERSHIP**

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## **ABSTRACT**

This research project analyzed the organizational climate in the Temple, Texas, Fire Department's chief officer group. The problem was that the new chief of the department did not know what the organizational climate was within the chief officer group. Therefore he did not know how the chief officers would respond to a strategic planning process that he wanted to complete.

The purpose of the research was to assess the organizational climate within the chief officers group and to determine what actions, if any, were necessary to encourage the creation of a climate within the group that would be conducive to successful strategic planning.

Descriptive research was used to (a) define the term organizational climate, (b) identify characteristics of organizational climates in successful executive groups, (c) identify characteristics of the organizational climate in the Temple Fire Department chief officer group, (d) identify organizational climate characteristics in chief officer groups in fire departments that had completed strategic planning processes, and (e) to identify actions that the Temple chief might have to take to encourage the creation of an organizational climate in his chief officer group that would increase the possibility of successful strategic planning.

A literature review was done in order to define the term organizational climate, to identify characteristics of organizational climates in successful organizations, and to identify some things that leaders do to encourage creation of positive organizational climates.

Next The Temple chief surveyed the chief officers in his department, the Bloomington, Illinois, Fire Department, and the Champaign, Illinois, Fire Department to gather information about the organizational climate in each of those groups.

The information gathered from the literature review and analysis of the responses to the organizational climate surveys was used to help the chief decide what he needed to do to encourage the creation of an organizational climate within the Temple chief officer group that would be conducive to a successful strategic planning process.

The research showed that organizational climate is the atmosphere perceived by employees and is largely a result of the practices, procedures, and rewards of the organization. It also showed that successful organizations share similar organizational climate characteristics. Some examples are (a) good communication, (b) treating people with respect, (c) leaders modeling of the behavior expected of all employees, and (d) rewarding of appropriate behavior.

The organizational climate in the Temple Fire Department chief officer group was revealed to have many negative characteristics when compared to the climate in successful organizations. Some of the negative characteristics were extreme dissatisfaction with wages and benefits, poor communication, and a perceived inability to make significant contributions to the organizations success.

Significant actions that the Temple chief would have to take to improve the organizational climate in his departments chief officer group include (a) attempting to improve pay and benefits for the chief officers if necessary, (b) having daily staff meetings with on duty chief officers to discuss business of the day, (c) holding regular staff meetings between the chief and all chief officers, (d) revising and simplifying the system of providing written direction to department members, (e) involving the chief officers in the strategic planning process.

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## INTRODUCTION

The Temple, Texas, Fire Department's new chief had been appointed from outside the department. He planned to use the department's chief officers to develop a department strategic plan. The implementation of the plan would lead to some significant changes within the department.

The problem was that the chief did not know what the organizational climate was within the department's chief officer group. Therefore he did not know how they would respond to the strategic planning process.

The purpose of this research was to assess the organizational climate within the chief officers group and to determine what actions, if any, were necessary to create an organizational climate in the group that would be conducive to successful strategic planning. Descriptive research was used to answer the following research questions:

1. What is organizational climate?
2. What are characteristics of organizational climates in executive groups where success is the rule and sustainable change is accomplished?
3. What are the characteristics of the existing organizational climate within the chief officers group in the Temple Fire Department?
4. What are the characteristics of the organizational climates in chief officer groups whose departments had completed strategic planning processes?
5. What will the Temple fire chief need to do encourage an organizational climate in the chief officers group that would increase the possibility of a successful strategic planning process which would lead to success and sustainable change for the organization?

## **BACKGROUND AND SIGNIFICANCE**

The City of Temple, Texas, is located 65 miles north of Austin on interstate highway 35. Austin, the state capital of Texas is also the home of the University of Texas. It has become a center for high tech business and industry and has benefited from the passage of the North American Free Trade Agreement. Austin's population has grown significantly. Communities in the vicinity of Austin have also benefited and grown as a result of Austin's growth.

Because of its proximity to Austin and its location in the center of the state of Texas on the interstate highway 35 corridor Temple has experienced steady growth. Temple city government had grown in size, responsibility, and complexity. The fire department and the rest of city government needed to take action that would result in being able to continue providing quality service to the growing city.

When the new fire chief was hired he had been told by the city manager that he was expected to provide new direction for the fire department. The chief had led the completion of a strategic planning process at his former department. He and the city manager agreed that completion of a strategic plan by the Temple Fire Department would be an important first step in determining new direction for the department. It would also prepare the department to provide service to the growing city. The city manager and the fire chief also agreed that the strategic planning process used in the fire department might be adopted for use in other city departments.

The fire chief planned to employ the department's chief officers as the strategic planning team. He knew that the cooperation and work of these officers would be crucial to the success of the effort. Therefore he felt that a positive organizational climate within the group of chief officers was necessary. In other words the chief officers had to perceive the various aspects of their job in a positive manner.

The fire chief thought that the chief officers were dedicated and capable. However he also thought that the chiefs were very dissatisfied about some parts of their job. Finally he thought that they might not have complete confidence in him as a leader. He believed that if he confirmed these thoughts, by identifying the attributes of the organizational climate within the chief officers group, he could take action to improve or modify the climate. Improvement of the organizational climate would increase the chances of a successful strategic planning process.

The chief decided upon this research project while attending the National Fire Academy's Executive Leadership course. He discovered that successful completion of the project and the resolution of the problem would require him to make use of much of the information covered and skills practiced in the course. Specific material in the course that would be useful included that covering (a) the management process, (b) developing self as leader, (c) developing influence skills, (d) assessing organizational culture, and (e) managing change.

## **LITERATURE REVIEW**

According to Schneider, Gunnarson, and Niles-Jolly (1996) the climate of the organization is the atmosphere perceived by employees that is created by the practices, procedures, and rewards of the organization. Schneider et al. further state that the employee perceptions are based on what executives do and on the actions those executives reward. It is clear to Schneider et al. that whether by accident or by design, management is responsible for the climate created in the minds of employees.

Similarly Schneider, Brief, and Guzzo (1996) believe that climate of an organization is inferred by employees. Those inferences are based upon policies, procedures, and routines in the organization as well as on the kinds of behaviors that are expected, supported, and rewarded. Schneider, Brief et al. note that an organization can have many climates because it has many priorities.

Pinchot (1996) thinks that successful corporations with great leaders create a perceived climate of community. He also believes that people will commit to the organization if they feel like part of that community and they feel like community members when they trust the organization to take care of them.

Peters (1992) uses the federal correctional institution in Bradford, Pennsylvania, as an example of an organization where a climate of success and change has been created. Characteristics of the climate are shown in the institution director's beliefs about how inmates should be treated. Some of the most important beliefs are listed here:

1. There will be clear and consistent communication regarding changes in policies and procedures that affect inmate quality of life.
2. If you say you are going to do something, do it. Be dependable.
3. Treat inmates with respect and dignity.
4. Staff must model expected behavior.
5. Staff is not to be threatened by inmate skills, but is to capitalize on them.
6. Never, never lie to an inmate.
7. Don't impose unreasonable rules, regulations, or regimentation on inmates.
8. Stress the value of rewarding good adjustment with privileges and amenities.
9. Send clear messages regarding the kind of behavior that can not be tolerated.
10. Inmate discipline must be consistent and fair.

Kotter (1988) feels that firms with superior leadership capacity have organizational climates with the following characteristics:

1. People are treated well.
2. Competence is respected.
3. Bureaucracy and political games are minimized.
4. Individual initiative is recognized and rewarded.
5. Challenging opportunities exist because decision making is decentralized pushing responsibility lower.

Peters (1994) refers to the philosophy of the CEO of Harley Davidson, a company that he refers to as a global winner. Key points of that philosophy which have become a part of the organizational climate are (a) to tell the truth, (b) keep your promises, (c) be fair, (d) respect the individual, and (e) encourage curiosity.

To encourage the creation of an organizational climate that will increase the possibility of successful change Hammer and Champy (1993) found that management must support new values and beliefs that the new processes demand. Hammer and Champy think that organizations can demonstrate support for the new values by rewarding actions that exhibit the new behaviors. They also feel that managers can demonstrate support by talking about the new values and by modifying personal behavior to coincide with them.

Reward and punishment are recognized by Locke et al. (1991) as important factors in the motivation of followers to carry out the vision of the leader. Locke et al. found that an organizations reward system will tell people what values and behaviors are acceptable and appropriate. They are convinced that well constructed recognition settings provide the most important opportunity to parade and reinforce the specific kinds of new behavior for others to emulate.

The literature review helped identify what organizational climate is. It also was helpful in identifying the characteristics of organizational climates where success is the rule and sustainable change is accomplished. A third result of the literature review was the identification of some of the things that successful leaders do to create positive organizational climates.

As a result of the literature review this researcher decided that his next task would be to

determine the characteristics of the organizational climate within the Temple Fire Department chief officer group. Once identified they would be compared to those of successful organizations. Then the information gained regarding what leaders do to create positive organizational climates would be used to help the chief decide what specific things had to be done to improve the climate in the chief officers group.

### **PROCEDURES**

The purpose of this research was to assess the organizational climate within the Temple Fire Department chief officer group and to determine what actions, if any, were necessary to create an organizational climate receptive to strategic planning.

First a literature review was conducted to (a) define the term organizational climate, (b) identify characteristics of organizational climates in successful organizations where change had been sustained, (c) identify what the fire chief would need to do to encourage an organizational climate in the chief officer's group that would increase the possibility of a successful strategic planning process.

Next, following the recommendations of Mahler (1974) this researcher developed a survey that would be used to gather information about the organizational climate in fire department chief officer groups. The survey asked questions regarding twenty job factors that Mahler had suggested would be sufficient in number and variety to allow a researcher to identify the characteristics of a groups organizational climate. A copy of the survey is included in this paper as the appendix. The general purpose of the survey would be to identify the characteristics of the organizational climate in the Temple Fire Department chief officer group and in the chief officer groups of two fire departments that had successfully completed strategic planning processes. In addition the survey results would be used to help the Temple fire chief identify the things he had to do to encourage an organizational climate in the Temple Fire Department chief officer group that would be conducive to successful strategic planning.

In addition to the fire chief there are five other chief officers in the Temple Fire Department. All five of the other chief officers completed the organizational climate survey.

Organizational climate surveys were also sent to all chief officers in the Bloomington, Illinois, and the Champaign, Illinois, Fire Departments. The chief officers in these departments received surveys because both departments had completed successful strategic planning processes. Also, the chief officer groups were similar in size to that of the Temple Fire Department. In addition the job responsibilities of the people in the chief officer group in the Temple Fire Department were similar to those of the people in Bloomington and Champaign.

Including the fire chiefs, the Bloomington Fire Department has five chief officers and the Champaign Fire Department has four. All chief officers from both of these departments returned completed surveys.

The completed surveys were reviewed (a) to identify the characteristics of the organizational climate in each chief officer group, (b) to rank each of the 20 job factors in order of importance for each chief officer group, (c) to determine how satisfied each group of chief officers was in each of the 20 job factors, (d) to develop a morale index or overall indication of job satisfaction for each chief officer and each of the chief officer groups.

The Temple fire chief used the information gained from the literature review and the analysis of the completed organizational climate surveys to develop a plan of action for improving the organizational climate in the Temple Fire Department chief officer group. He felt that an improved organizational climate would increase the probability of a successful strategic planning process.

Schneider, Brief, et al. (1996) point out factors which may limit the effectiveness of this



research. They include:

1. It is difficult if not impossible to characterize an organizational climate because multiple climates can exist due to the different missions an organization has.
2. Before making plans for actions to be taken to address negative conditions you should do a thorough analysis of the reasons for these condition. The six month limit on this research project does not seem to allow time for extensive analysis.
3. The diverse activities and habits that must be addressed to achieve a change in organizational climate minimize the chances of success.

Also, this researcher feels that despite the similarities between the chief officer groups in the Temple Fire Department and the other two departments that received the survey, there are significant differences. Those differences cast some doubt on the validity of the survey results.

One significant example of those differences is that Temple Fire Department chief officers are hired as civil service employees and retain civil service protection as chief officers. That being the case they may tend to identify more with their fellow fire fighters than with other managers, including the fire chief. The chief officers in the Bloomington and Champaign Fire Departments are hired as union fire fighters . When they are promoted to chief officer rank they must leave the union and thus gradually tend to more clearly identify themselves as a member of management.

One significant assumption that a researcher who uses a survey must make is that survey respondents are being truthful and are not deliberately misleading the researcher. This researcher tried to solicit honest responses by asking more than one question about how the respondent felt about most of the job factors. He also tried to ask the same question more than once by phrasing it differently each time it was asked.

## **RESULTS**

Schneider et al. (1996) defined organizational climate as the atmosphere perceived by employees that is created by the practices, procedures, and rewards of the organization. They also felt that the employees perceptions are based upon what executives do and on what they reward. Schneider et al. feel strongly that management is responsible for the organizational climate that is created.

In addition Schneider, Brief, et al. (1996) say that organizational climate is inferred based on policies, practices, and routines of the organization as well as on the behaviors expected, supported, and rewarded. They add that an organization can have many climates because of its multiple priorities.

Pinchot (1996) observed that successful organizations have a perceived climate of community. He thinks that if employees feel a part of the organizational community they will commit to it and will trust the organization to take care of them.

A federal correctional institute is cited by Peters (1992) as an example of an organization where a climate of success and change has been developed. Some of the significant characteristics of that climate are:

1. Communication is consistent and clear.
2. Staff is dependable. They do what they say they will do.
3. People are treated with respect and dignity.
3. Leaders model expected behavior.
4. Staff is not threatened by the skills of inmates. They capitalize on them.
5. Staff is always truthful with inmates.
6. There are no unreasonable rules, regulations, or regimentation.
7. Appropriate behavior is rewarded.
8. Inappropriate behavior is clearly identified.

9. Discipline is consistent and fair.

The characteristics of the organizational climate at the correctional institute are very similar to those cited by Peters (1994) as existing at the Harley Davidson Company. Some significant characteristics of that company's climate are that (a) the truth is always told, (b) promises are kept, (c) individuals are respected, (d) curiosity is encouraged.

General characteristics of the Temple Fire Department chief officer group as revealed by analysis of the organizational climate surveys are:

1. There is poor communication from the Fire Chief and other upper level managers to the chief officers.

2. There is dissatisfaction with pay and benefits.

3. Goals and objectives of the department and the city are unclear.

4. Chief officers feel that they are not able to achieve or contribute in a significant manner.

5. There is a lack of respect for each other.

6. Supervisors of the chief officers are not seen as highly effective, responsive, or concerned about employees.

7. The chief officers do not want recognition other than pay.

8. Advancement is not crucial to the chief officers.

The organizational climate characteristics of the chief officer groups in the Bloomington and Champaign, Illinois, Fire Departments were practically identical. Characteristics that were identified by analysis of the responses to the organizational climate survey are:

1. Communication within the organization is very good.

2. Pay and benefits are perceived as good.

3. Goals and objectives of the organization are clear.

4. Coworkers are liked and respected.

5. Overall job satisfaction is high.

6. Employees are treated well and fairly.

7. Advancement and recognition are not important or those needs have been met.

8. Supervisors are perceived as effective.

9. Employees believe they have some power in the organization and that they can make significant contributions.

Based upon what he learned from the literature review and analysis of the responses to the organizational climate surveys the Temple fire chief determined that the following are the most important steps to be taken to encourage an organizational climate among his chief officers that would encourage successful strategic planning:

1. Improve communication from his office to and from members of the chief officers group.

2. Clarify the goals and objectives of the Temple Fire Department and of the chief officers group.

3. Reward chief officer contributions to the organization by improving pay and benefits.

4. Develop methods of allowing and encouraging chief officers and other members of the organization to make contributions that would leave them with a sense of accomplishment.

5. Evaluate and improve effectiveness of the chiefs supervision.

6. Model aspects of behavior exhibited by leaders of successful organizations such as (a) fulfilling promises, (b) treating people with respect and dignity, (c) being truthful.

7. Develop systems and methods to reward and encourage appropriate behavior.

The analysis of the surveys returned by chief officers of the Temple, Texas, Bloomington, Illinois, and Champaign, Illinois, Fire Departments allowed this researcher to

identify characteristics of the organizational climate in each of the chief officer groups. Survey responses were also analyzed to determine how important each of the 20 job factors the chiefs were asked questions about were to each chief officer group. Table 1 shows the order of importance of each of the twenty job factors for each group.

Table1

Job Factor Importance Ranking

Job factors	<u>Ranking in each department</u>		
	Bloomington	Champaign	Temple
Achievement/Accomplishment 3	4	2	
Advancement	12	11	10
Abilities	6	6	10
Quality Standards	6	6	10
Department	3	2	6
Communications	6	9	3
Cooperation	6	6	7
Coworkers	8	8	8
Compensation	9	10	1
Development	11	8	10
Responsibilities	2	6	5
Goals and Objectives	7	4	4
Independence	6	6	10
Job Security	1	1	7
Recognition	13	11	10
Organization	10	4	10
Supervisor	5	7	5
Treatment	4	3	2
Work Itself	11	5	9
Work Environment	12	8	10

Note. The more important the factor the lower the number value of it's ranking. Several

factors were deemed of equal importance by the chiefs. These ties in factor importance led to the least important factors being assigned rankings with a number value of less than 20.

The most important job factor for the chief officers in Bloomington and Champaign was Job Security. Temple chief officers ranked Compensation as the most important job factor and Job Security number seven in importance. All three groups ranked Achievement/Accomplishment and Treatment among the most important job factors and all three chief officer groups ranked Recognition as either the least or one of the least important job factors for them.

The organizational climate survey responses were analyzed to determine how satisfied the groups of chief officers were in each of the 20 job factors. Results of that analysis are shown in table 2.

Table 2

Job Factor Satisfaction Ranking

Job factors	Ranking in each department		
	Bloomington	Champaign	Temple
Achievement/Accomplishment 1	1	7	
Advancement	1	1	1
Abilities	2	1	3
Quality standards	3	1	5
Department	3	1	2
Communications	1	1	6
Cooperation	4	1	5
Coworkers	2	1	8
Compensation	3	2	9
Development	1	1	5
Responsibility	1	1	5
Goals and Objectives	1	1	5
Independence	1	3	5
Job Security	1	1	5
Recognition	2	1	5
Organization	1	1	4
Supervisor	1	1	5
Treatment	1	1	5
Work Itself	2	1	5
Work Environment	2	1	1

Note. The more satisfied the chiefs were with a factor the lower the number value of the

satisfaction ranking. The chiefs were equally satisfied with several of the factors. This led to the lowest satisfaction ranking of 9.

The survey responses indicated that the chief officers from Bloomington and Champaign were satisfied with most job factors while those from Temple were not. The Temple chief officers were least satisfied with their coworkers and their compensation. They were most satisfied with their opportunity for advancement and the work environment.

The results of the organizational climate survey were also used to determine a morale index or overall job satisfaction rating for each chief officer and each chief officer group. The following procedure was used to make that determination:

1. On each survey each question about any of the job factors that was checked as being of great importance or of considerable importance was identified. Then the sum of these questions was determined.

2. The number of times that the corresponding satisfaction question was checked as well satisfied or satisfied was determined.

3. A percentage indicating the overall job satisfaction for the chief officer was calculated by dividing the sum of the questions about job factors checked as of great or of considerable importance by the sum of the corresponding satisfaction questions that had been checked as

satisfied or well satisfied.

The following example is provided to further illustrate the procedure used to determine the morale index:

30 factor related questions in the survey:

26 were checked as of great importance or of considerable importance.

13 of the 26 corresponding satisfaction questions were checked as well satisfied or satisfied.

The morale index percentage is 50 percent

The morale index of each chief officer responding to the survey is shown in table 3.

Table 3  
Chief Officer Morale Index

Chief officer	Morale index percentage		
	Bloomington	Champaign	Temple
#1	96%	98%	100%
#2	98%	100%	56%
#3	92%	97%	21%
#4	100%	97%	96%
#5	81%		82%

Note. Chief officers in all groups were identified with the numbers one through five. There were only four chief officers in the Champaign group.

The average morale index for the Bloomington chief officer group was 93%. The Champaign groups average was 98% and the Temple groups average was 71.2%. One of the Temple chief officers had a morale index of only 21% which pulled the entire Temple groups average down.

There were two unexpected findings that are significant. Both involve the Temple chief officer group and were discovered as a result of the analysis of the organizational climate survey responses. The first is the finding that one of the chief officers was apparently extremely dissatisfied with practically every factor of his job. The second was the finding that some of the Temple chief officers do not believe that some of their peers are competent.

### DISCUSSION

Schneider, Brief, and Guzzo (1996) feel that an organizations climate is inferred by employees. They also state that an organization can have many climates due to it's many priorities. The analysis of the results of the organizational climate surveys of the three groups of chief officers indicated that multiple organizational climates existed within the groups of chief officers surveyed. However this researcher feels that the variations in climate were not because of the different missions of the departments. They were due to the varying perceptions or inferences of the chief officers about the job factors. The varying perceptions were best illustrated by the different levels of job satisfaction of the chief officers as shown by the morale indexes.

Prior to assessing the organizational climate in the Temple Fire Department chief officers group characteristics of organizational climates in successful organizations were identified in the literature review. This researcher feels that characteristics of the Temple chief officers organizational climate differed greatly from those of the successful organizations.

Temples chief officer organizational climate was revealed to be one with many negative characteristics. Some of the most significant were that communication was poor, goals and objectives were unclear, chief officers did not respect one another, and they felt like they were not allowed to achieve or contribute in a significant manner. Also supervisors were not clearly seen as effective.

The characteristics of the Temple chief officers organizational climate contrast with some of those of the Bradford, Pennsylvania, correctional institute cited by Peters (1994) where communication was clear and consistent, people were treated with respect and dignity, and leaders were seen as modeling expected behavior. In addition the staff capitalized on the skills of inmates thus allowing them to contribute in meaningful ways even while imprisoned.

Temple's climate also apparently contrasts with the characteristics of the climate at the Harley Davidson Company as cited by Peters (1994). At Harley Davidson the perceptions desired by management were (a) that people told the truth, (b) promises were kept, (c) people were treated fairly, (d) individuals were respected, (e) and curiosity was encouraged.

Pinchot (1996) observed that successful organizations create a climate of community. If employees feel a part of that community they will commit to it and trust it. The commitment of Temple's chief officers varied from job factor to job factor. They also did not appear to trust the organization in some areas. The job factor where the chief officers appeared to trust the organization the least was pay and benefits. The responses of the chief officers from Bloomington, Illinois, and Champaign, Illinois, generally indicated a much higher level of trust in the organization.

Kotter (1988) felt that organizations with superior leadership capacity have organizational climates with characteristics such as; good treatment of personnel, respect of competency, reward for initiative, and the existence of challenging opportunities. In general the responses of the chief officers from the two fire departments that had completed strategic planning processes indicated that those characteristics existed in their climates. For example the morale indexes determined for the chief officers from those two fire departments indicated that both groups felt that they were generally well treated. In addition their responses to questions seeking information about how the chiefs felt about whether they were respected, whether they felt rewarded for initiative, and whether they felt satisfied with their opportunity to contribute significantly and make use of their skills almost without exception indicated that they were satisfied with those job factors.

The responses of the Temple chief officers indicated that at least some of them felt that the organizational climate characteristics listed by Kotter (1988) did not exist in their department. The best illustration of this is the low morale indexes of two of the Temple chief officers and the lower overall morale index of the group of Temple chief officers. Also, in contrast to the responses of the Bloomington and Champaign chief officers regarding whether they felt respected, rewarded for initiative, or satisfied with their opportunity to contribute significantly and make use of their skills, the Temple chief officers' answers showed that some of them did not feel respected or rewarded for their initiative. Some were also not satisfied with their ability to contribute significantly to the department.

After completing the literature review and the analysis of the responses to the organizational climate survey the Temple fire chief decided that it is difficult or impossible to characterize an organizational climate. One reason is that each person in the organization can perceive the organizational climate differently and their perceptions can change from mission to mission. However he felt confident that the Temple chief officers did not trust city and department administration, some did not like or respect one another, and there was a definite lack of any team cohesiveness between the chief and the chief officers. The chief officers also did not see themselves as a team but jealously regarded their contribution to the department as theirs and not the groups. They also felt as though the city administration did not respect or value them as demonstrated by not providing acceptable pay and benefits. However it also appears that the chief officers want to be able to depend upon the city and the chief. They especially want the chief to demonstrate to them the attributes of a successful leader. If the chief does he will gain their trust and commitment.

This research implies that the chief must do what is in his power to change the perceptions of at least some of the Temple Fire Department chief officers regarding their jobs. This change in perceptions could cause a change in the organizational climate in the chief officers group. As pointed out by Schneider, Brief, et al. (1996) it will be difficult to achieve a change in the



organizational climate because of all the activities and habits that must be addressed to do so. However it appears necessary for the chief to try.

Currently some of the chief officers view many factors of their jobs negatively. If the chief can not take action to encourage a change in those negative perceptions he can not hope to complete a successful strategic planning process. These dissatisfied chiefs will not participate enthusiastically and will make the planning process difficult for others who do not share their negative views. Beyond that these chief officers will continue to endure their jobs rather than enjoy them. The chief and the department will never take full advantage of the skills and capabilities that these dissatisfied officers have.

### **RECOMMENDATIONS**

This research indicates that there are several specific things that can be done to encourage a more positive organizational climate. The first is in regards to compensation which was the job factor that Temple chief officers felt was most important and were most dissatisfied with. The chief officers offered to conduct a survey of wages and benefits given to firefighters, company officers, and chief officers in comparable departments. The object of the survey would be to prove their opinion that they were not compensated as well as their peers. If the survey results did confirm that suspicion the chief would be asked to negotiate with city administrators to improve wages and benefits for all Temple fire fighters.

The fire chief should accept the offer by the chief officers to conduct the survey. He should also provide advice and assistance during the process to ensure that accurate and complete information is collected. If the chief officers perceptions about their wages and benefits is validated by the survey results the chief should do all that he can to encourage city administrators to improve them.

If the survey proves the chief officers perceptions, The chief should not encourage unrealistic expectations. He must consistently, truthfully, and clearly communicate with the chief officers and other department members regarding how much he will be able to influence the city to improve wages and benefits.

The Temple chief officers felt that achievement/accomplishment was the second most important job factor. This was also a factor that they were very dissatisfied with. In general they felt as though they were not able to make significant contributions to the department. The chief needs to be sure that they are involved in the development of department policies and procedures and in planning the future of the department. Ironically one of the best ways to satisfy the chief officers desire to contribute will be to see that they do play leadership roles in the strategic planning process. Conducting a strategic planning process will also help clarify the goals and objectives of the Temple Fire Department and the chief officer group.

Many of the problems with the organizational climate in the Temple chief officer group stem from poor communication within the organization. In particular the fire chief and his predecessors had not done a good job of communicating with the chief officers. One way to insure that effective communication takes place between the fire chief and the chief officers is to establish the practice of meeting each morning with all on duty chief officers. Topics to be discussed at these morning meetings could include significant activities for the day, upcoming events, and problems that need to be dealt with immediately. These daily meetings will improve day to day communication and allow the gradual development of the habit of daily communication.

Another way to insure good communication between the chief and the other chief officers will be to establish the practice of having regular formal staff meetings for all chief officers. These meetings should be held at least quarterly. Topics appropriate for these meetings include policy changes, budget discussions, and the resolution of complicated problems that may affect all chief

officers.

The Temple chief officer group will clearly benefit from any activities that increase teamwork and decrease the chief officers perception of having to solve problems on their own. Therefor the fact that the daily and quarterly staff meetings encourage joint resolution of problems makes those meetings more necessary.

The Temple Fire Department uses a complicated system of several types of written means of providing direction to all its members. The system includes rules and regulations, policies and procedures, directives, bulletins, and memorandums. Each of these items serves a definite separate purpose. Department members appear to be confused with all the various means used to give them guidance. Something simpler needs to be developed.

This researchers suggestion is to develop a system that includes (a) a one page employee code of conduct that would take the place of the rules and regulations that attempt to govern every minute detail of a fire fighters day, (b) a set of standard operating procedures to give general guidance regarding how to do things that will routinely need to be done, (c) administrative directives that outline how to do things that occur infrequently, and (d) memos that will be used to provided guidance or information regarding day to day occurrences.

Another concern of the Temple chief officers that is communication related is that the strategies, the goals, and the objectives of the department that are necessary to accomplish its mission have not been clarified. They are also concerned that their roles in the accomplishment of the departments mission have not been clearly defined. Revising the system of providing written direction to department members will help address this concern. Another way to deal with this problem is to complete a department strategic plan. If the chief officers are involved as key participants in the development of the plan they will in fact be the authors of the departments strategies, goals, and objectives. They should also have defined what their roles will be in the accomplishment of those things.

To make clear what type of behaviors are expected of department members the chief needs to reward and recognize personnel who exhibit the desired behavior. There are two programs already in place that the chief can take advantage of to do so. Those programs are the fire fighter of the year and fire fighter of the month awards.

There are three community groups that select and honor a fire fighter of the year. These groups honor fire fighters who display just the type of behavior that the chief wants to encourage. The chief should make sure that the people selected for fire fighter of the year are also honored by the department. He should also personally present them with some token of appreciation for the work they have done through the year.

The department has a fire fighter of the month program however it is not emphasized. If an officer thinks to nominate a fire fighter then he or she does so. Generally there are only one or two nominations for the award per month. The chief and the chief officers should re-emphasize the program. The chief should consider requiring each of the chief officers who supervises a shift of fire fighters to nominate at least one of their subordinates each month. When a fire fighter is selected as fire fighter of the month the chief should personally congratulate that person and present some token of the departments appreciation.

The research results caused the chief to be concerned that he may not be perceived as an effective leader by the Temple chief officers. When the chief attended the Executive Leadership class at the National Fire Academy he completed several self analysis instruments that helped tell the chief how effective a leader he was. In addition these instruments pointed out specific positive and negative characteristics of his leadership style. He also completed a personal analysis and development plan. The chief needs to review the leadership analysis instruments and his personal analysis and development plan. Using the results of the research to guide him

the chief should make revisions in the development plan then take steps to implement it. The chief needs to periodically refer to the leadership analysis instruments and the development plan so that he does not forget what he needs to do to improve as a leader.

In conclusion the chief must remember that the policies, practices, and procedures of the organization and his actions contribute significantly to the organizational climate that is created in the chief officer group. He must strive to see that those items contribute to the creation of an organizational climate that is conducive to strategic planning and the changes that will occur as a result.

Also the chief may find that he will need to study in detail some of the problems revealed in this research before he is able to solve them. For example he may have to determine how the compensation system for all city employees was developed and what influenced its development. Only then may he be able to develop plans to correct the problems.

The chief should be prepared for failure or at least less than total success in his attempt to significantly change the organizational climate in the chief officer group. The many different activities and habits that need to be dealt with to achieve a change make it very difficult to do so. He will definitely need to be patient because changes such as these do not occur quickly.

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## APPENDIX

### Fire Department Chief Officer Organizational Climate survey

This survey is designed to permit you to provide information that will be of help in determining characteristics of the organizational climate of the chief officers group within your department. The results are to be reported in such a way that no response can be identified with any individual. *To insure anonymity, please do not sign your questionnaire. When you have completed it please return it to your fire chief in the envelope provided. He will return it to me.*

Twenty factors which are of concern to managers like yourself have been included on the questionnaire. Questions have been asked about each factor. In the left-hand column, check how important each factor is to you *personally*. In the right-hand column, check how personally satisfied you are with each factor. After each set of questions use the back of the page the questions are on to indicate reasons for your responses. Please print or type these responses. Your written comments, combined with those of other chief officers, will help a great deal in the interpretation of the responses.

## CLIMATE SURVEY

### ACHIEVEMENT ACCOMPLISHMENT

#### HOW IMPORTANT TO YOU IS:

1. Being able to contribute significantly to the success of your department?

\_\_\_a. Of great importance.  
 \_\_\_b. Of considerable importance.  
 \_\_\_c. Somewhat important.  
 \_\_\_d. Not important.  
 \_\_\_e. Does not apply.

2. Being a part of a group that contributes significantly to the success of the department?

\_\_\_a. Of great importance.  
 \_\_\_b. Of considerable importance.  
 \_\_\_c. Somewhat important.  
 \_\_\_d. Not important.  
 \_\_\_e. Does not apply.

3. Having a position that gives me a personal sense of accomplishment?

\_\_\_a. Of great importance.  
 \_\_\_b. Of considerable importance.  
 \_\_\_c. Somewhat important.  
 \_\_\_d. Not important.  
 \_\_\_e. Does not apply.

#### HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on back of this page.)

1. Your ability to contribute to the success of your department?

\_\_\_a. I am well satisfied.  
 \_\_\_b. I am satisfied.  
 \_\_\_c. I am not satisfied.  
 \_\_\_d. I am quite dissatisfied.  
 \_\_\_e. Does not apply.

2. The significant contributions that my group makes to the success of the department?

\_\_\_a. I am well satisfied.  
 \_\_\_b. I am satisfied.  
 \_\_\_c. I am not satisfied.  
 \_\_\_d. I am quite dissatisfied.  
 \_\_\_e. Does not apply.

3. Having a position that gives me a personal sense of accomplishment:

\_\_\_a. I am well satisfied?  
 \_\_\_b. I am satisfied.  
 \_\_\_c. I am not satisfied.  
 \_\_\_d. I am quite dissatisfied.  
 \_\_\_e. Does not apply.

## ADVANCEMENT

HOW IMPORTANT TO YOU IS:

1. Making progress in my career?
- ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

2. An opportunity ahead to advance?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

3. An opportunity ahead to advance in a management capacity?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of this page.)

1. Making progress in my career?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

2. My opportunity ahead to advance?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

3. My opportunity ahead to advance in a management capacity?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

## ABILITIES

### HOW IMPORTANT TO YOU IS:

1. Having a position that demands full use of my abilities?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.
2. Working for a superior who has confidence in my abilities?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

### HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of this page.)

1. My position demands full use of my abilities?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.
2. Working for a superior who has confidence in my abilities?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

## QUALITY STANDARDS

### HOW IMPORTANT TO YOU IS:

1. Being able to maintain high quality standards in the work you do?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

### HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of this page.)

1. Being able to maintain high quality standards in the work you do?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.



## DEPARTMENT

HOW IMPORTANT TO YOU IS: \_\_\_\_\_ HOW SATISFIED ARE YOU WITH: \_\_\_\_\_

(Note: You may comment about your satisfaction/ dissatisfaction on the back of this page.)

- |   |   |
|---|---|
| <p>1. Working for a city of which one can be proud?</p> <p>___a. Of great importance.</p> <p>___b. Of considerable importance.</p> <p>___c. Somewhat important.</p> <p>___d. Not important.</p> <p>___e. Does not apply.</p>                | <p>1. Working for a city of which I am proud?</p> <p>___a. I am well satisfied.</p> <p>___b. I am satisfied.</p> <p>___c. I am not satisfied.</p> <p>___d. I am quite dissatisfied.</p> <p>___e. Does not apply.</p>                      |
| <p>2. Working for a department of which one can be proud?</p> <p>___a. Of great importance.</p> <p>___b. Of considerable importance.</p> <p>___c. Somewhat important.</p> <p>___d. Not important.</p> <p>___e. Does not apply.</p>          | <p>2. Working for a department of which one can be proud?</p> <p>___a. I am well satisfied.</p> <p>___b. I am satisfied.</p> <p>___c. I am not satisfied.</p> <p>___d. I am quite dissatisfied.</p> <p>___e. Does not apply.</p>          |
| <p>3. Working for a department that is respected in the community?</p> <p>___a. Of great importance.</p> <p>___b. Of considerable importance.</p> <p>___c. Somewhat important.</p> <p>___d. Not important.</p> <p>___e. Does not apply.</p> | <p>3. Working for a department that is respected in the community?</p> <p>___a. I am well satisfied.</p> <p>___b. I am satisfied.</p> <p>___c. I am not satisfied.</p> <p>___d. I am quite dissatisfied.</p> <p>___e. Does not apply.</p> |

## COMMUNICATIONS

HOW IMPORTANT TO YOU IS:HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Receiving information about what is going on in the department?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

1. Receiving information about what is going on in the department?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

2. Being given advance knowledge of any changes that affect me personally?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

2. Being given advance knowledge of any changes that affect me personally?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

3. Having a chance to make suggestions to higher levels of management?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

3. Having a chance to make suggestions to higher levels of management?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

4. Having a chance to influence decisions made at higher levels?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

4. Having a chance to influence decisions made at higher levels?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

## COOPERATION

HOW IMPORTANT TO YOU IS:

1. Having effective working relationships between your organization and other organizations that you work with?
- ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Effectiveness of working relationships between your organization and other organizations that you work with?
- ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

## COWORKERS

HOW IMPORTANT TO YOU IS:

1. Having congenial coworkers?
- ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.
2. Working with people who are competent and respected by others for their ability?
- ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Congeniality of coworkers?
- ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

2. Working with people who are competent and respected by others for their ability?
- ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

## COMPENSATION

HOW IMPORTANT TO YOU IS:

1. The pay you receive?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

2. The salary increases you receive?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

3. The information you have about the ground rules governing your pay?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

4. Having employee benefits which meet your future needs?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. The pay you receive?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

2. The salary increases you receive?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

3. The information you have about the ground rules governing your pay?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

4. Having employee benefits which meet your future needs?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

## DEVELOPMENT

HOW IMPORTANT TO YOU IS:

1. Knowing what your manager thinks of your performance?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

2. Having an opportunity for continued growth and development?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Knowledge of what your manager thinks of your performance?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

2. Opportunity for continued growth and development?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

## RESPONSIBILITIES

HOW IMPORTANT TO YOU IS:

1. Being part of a department that has clear cut lines of authority?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

2. Having a good idea of just what is expected of you in your position?
  - ☐ a. Of great importance.
  - ☐ b. Of considerable importance.
  - ☐ c. Somewhat important.
  - ☐ d. Not important.
  - ☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Being part of a department that has clear cut lines of authority?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

2. Having a good idea of just what is expected of you in your position?
  - ☐ a. I am well satisfied.
  - ☐ b. I am satisfied.
  - ☐ c. I am not satisfied.
  - ☐ d. I am quite dissatisfied.
  - ☐ e. Does not apply.

## GOALS AND OBJECTIVES

HOW IMPORTANT TO YOU IS:HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Knowing your departments goals and objectives?

\_\_\_a. Of great importance.  
 \_\_\_b. Of considerable importance.  
 \_\_\_c. Somewhat important.  
 \_\_\_d. Not important.  
 \_\_\_e. Does not apply.

1. Knowledge of your departments goals and objectives?

\_\_\_a. I am well satisfied.  
 \_\_\_b. I am satisfied.  
 \_\_\_c. I am not satisfied.  
 \_\_\_d. I am quite dissatisfied.  
 \_\_\_e. Does not apply.

2. Being advised about the reasons for an important change in goals and objectives?

\_\_\_a. Of great importance.  
 \_\_\_b. Of considerable importance.  
 \_\_\_c. Somewhat important.  
 \_\_\_d. Not important.  
 \_\_\_e. Does not apply.

2. Being advised about the reasons for an important change in goals and objectives?

\_\_\_a. I am well satisfied.  
 \_\_\_b. I am satisfied.  
 \_\_\_c. I am not satisfied.  
 \_\_\_d. I am quite dissatisfied.  
 \_\_\_e. Does not apply.

3. Having a fire chief who is concerned about strategic planning?

\_\_\_a. Of great importance.  
 \_\_\_b. Of considerable importance.  
 \_\_\_c. Somewhat important.  
 \_\_\_d. Not important.  
 \_\_\_e. Does not apply.

3. Having a fire chief who is concerned about strategic planning?

\_\_\_a. I am well satisfied.  
 \_\_\_b. I am satisfied.  
 \_\_\_c. I am not satisfied.  
 \_\_\_d. I am quite dissatisfied.  
 \_\_\_e. Does not apply.

## INDEPENDENCE

HOW IMPORTANT TO YOU IS:

1. Being able to make important decisions?

- ☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

2. Having freedom to run your job in ways that seem best to you?

- ☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

3. Having an opportunity for independent thought and action in your management position?

- ☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Being able to make important decisions?

- ☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

2. Having freedom to run your job in ways that seem best to you?

- ☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

3. Having an opportunity for independent thought and action in your management position?

- ☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

## JOB SECURITY

HOW IMPORTANT TO YOU IS:

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Having Job security?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

1. Having job security?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

## RECOGNITION

HOW IMPORTANT TO YOU IS:

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Receiving recognition for the work you have accomplished?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

1. Receiving recognition for the work you have accomplished?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

2. Having a fire chief who provides appropriate recognition?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

2. Having a fire chief who provides appropriate recognition?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.



## ORGANIZATION

HOW IMPORTANT TO YOU IS:

1. Being part of a group that has influence on the departments critical decisions?  
☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

2. Being part of a group that contributes to the success of the city?  
☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

3. Working in a department that has a high sense of urgency?  
☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Being part of a group that has influence on the departments critical decisions?  
☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

2. Being part of a group that contributes to the success of the city?  
☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

3. Working in a department that has a high sense of urgency?  
☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

## SUPERVISOR

HOW IMPORTANT TO YOU IS:HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Having a fire chief who is a capable manager?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

1. Having a fire chief who is a capable manager?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

2. Having a fire chief who is receptive to new ideas and suggestions for change?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

2. Having a fire chief who is receptive to new ideas and suggestions for change?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

3. Having a fire chief who is concerned about results?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

3. Having a fire chief who is concerned about results?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

4. Having a fire chief who is concerned about morale and personal development?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

4. Having a fire chief who is concerned about morale and personal development?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

5. Having a fire chief who is capable technically?

☐ a. Of great importance.  
☐ b. Of considerable importance.  
☐ c. Somewhat important.  
☐ d. Not important.  
☐ e. Does not apply.

5. Having a fire chief who is capable technically?

☐ a. I am well satisfied.  
☐ b. I am satisfied.  
☐ c. I am not satisfied.  
☐ d. I am quite dissatisfied.  
☐ e. Does not apply.

- |   |   |
|---|---|
| 6. Having a fire chief who is capable in<br>administration and supervision of people? | 6. Having a fire chief who is capable in<br>administration and supervision of people? |
| <input type="checkbox"/> a. Of great importance.                                      | <input type="checkbox"/> a. I am well satisfied.                                      |
| <input type="checkbox"/> b. Of considerable importance.                               | <input type="checkbox"/> b. I am satisfied.   |
| <input type="checkbox"/> c. Somewhat important.                                       | <input type="checkbox"/> c. I am not satisfied.                                       |
| <input type="checkbox"/> d. Not important.  | <input type="checkbox"/> d. I am quite dissatisfied.                                  |
| <input type="checkbox"/> e. Does not apply.   | <input type="checkbox"/> e. Does not apply.   |

### TREATMENT

HOW IMPORTANT TO YOU IS: HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your  
satisfaction/ dissatisfaction on the back of

- |   |  |
|---|--|
| 1. Being treated fairly?                                | 1. Being treated fairly?                             |
| <input type="checkbox"/> a. Of great importance.        | <input type="checkbox"/> a. I am well satisfied.     |
| <input type="checkbox"/> b. Of considerable importance. | <input type="checkbox"/> b. I am satisfied.          |
| <input type="checkbox"/> c. Somewhat important.         | <input type="checkbox"/> c. I am not satisfied.      |
| <input type="checkbox"/> d. Not important.              | <input type="checkbox"/> d. I am quite dissatisfied. |
| <input type="checkbox"/> e. Does not apply.             | <input type="checkbox"/> e. Does not apply.          |
| 2. Having a fire chief who treats people<br>fairly?     | 1. Having a fire chief who treats people<br>fairly?  |
| <input type="checkbox"/> a. Of great importance.        | <input type="checkbox"/> a. I am well satisfied.     |
| <input type="checkbox"/> b. Of considerable importance. | <input type="checkbox"/> b. I am satisfied.          |
| <input type="checkbox"/> c. Somewhat important.         | <input type="checkbox"/> c. I am not satisfied.      |
| <input type="checkbox"/> d. Not important.              | <input type="checkbox"/> d. I am quite dissatisfied. |
| <input type="checkbox"/> e. Does not apply.             | <input type="checkbox"/> e. Does not apply.          |

## WORK ITSELF

HOW IMPORTANT TO YOU IS:HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Having a position in which the work is interesting and enjoyable?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

1. Having a position in which the work is interesting and enjoyable?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

2. Having a position that is challenging?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

2. Having a position that is challenging?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

3. Having a chance to contribute technical knowledge?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

3. Having a chance to contribute technical knowledge?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

4. Having an opportunity to do creative work?  
 \_\_\_ a. Of great importance.  
 \_\_\_ b. Of considerable importance.  
 \_\_\_ c. Somewhat important.  
 \_\_\_ d. Not important.  
 \_\_\_ e. Does not apply.

4. Having an opportunity to do creative work?  
 \_\_\_ a. I am well satisfied.  
 \_\_\_ b. I am satisfied.  
 \_\_\_ c. I am not satisfied.  
 \_\_\_ d. I am quite dissatisfied.  
 \_\_\_ e. Does not apply.

## WORK ENVIRONMENT

### HOW IMPORTANT TO YOU IS:

1. Having reasonable working hours?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

2. Having a convenient place to work?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

3. Working under reasonable work pressures?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

4. Having comfortable working conditions?

- ☐ a. Of great importance.
- ☐ b. Of considerable importance.
- ☐ c. Somewhat important.
- ☐ d. Not important.
- ☐ e. Does not apply.

### HOW SATISFIED ARE YOU WITH:

(Note: You may comment about your satisfaction/ dissatisfaction on the back of

1. Having reasonable working hours?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

2. Having a convenient place to work?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

3. Working under reasonable work pressures?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.

4. Having comfortable working conditions?

- ☐ a. I am well satisfied.
- ☐ b. I am satisfied.
- ☐ c. I am not satisfied.
- ☐ d. I am quite dissatisfied.
- ☐ e. Does not apply.